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Good morning, everyone and welcome to today's Educause line is I will be your moderator for today's webinar. We would like to say thank you for the sponsorship of the 2019 and you because live webinars. They are the go-to solution that helps universities and schools better move manage and secure Microsoft infrastructure. I hear there is an echo. Alright I will call in on another line I am sorry about that. I will be right back on. Hello, everyone I am back on a different line do you hear the echo or is my sound quality okay? Great. Alright, thank you and thank you for your patience. On two-hour webinar I want to introduce our presenters and a second but first a few reminders about our learning environment. We hope that you will make this session interactive today and to do that use the chat window on the left side of the screen to submit questions and share resources if you tweet use the tag and if you have any audio issues click in the left-hand corner of the screen and at any time you could direct a private message to technical help by clicking in the top right window at the chat window in a menu will appear where you could select chat with and hosted. In that she gets you going to get the help that you need. The session recording and slides will be archived later today on the EDUCAUSE Live! website. So be on the lookout for that. Our webinar today is CIO Women in IT: A Closer Look into Leadership and Growth. Breaking into the C-suite can be difficult, staying there can be even harder. Today we will hear from several CIOs who have taken different paths to the top and they will share their unique wisdom on leadership tactics and professional growth. We are delighted to be joined by Rachel Moorehead, Yvette Brown, Mairead Martin, and Helen Norris. Rachel Moorehead is an Executive Director at the University of Alabama at Birmingham. Rachel joined UAB in 2017. Before that, she was a Georgia Tech and the University of Georgia. Rachel’s role provides leadership and strategic direction for all aspects of infrastructure and collaborative cloud services, Windows and Linux administration, data center management, and database-provided enterprise application systems. Additionally, she co-chairs UAB’s enterprise technology architecture council. Rachel holds a B.S. in Computer Engineering, a M.S. in Internet Technology, and a PMP certification. Yvette Brown-Koottungal is the VP for Enrollment & Digital Strategies and CIO at Barry University. Yvette joined Barry in 1990 and was named CIO in 2008. As the chief digital strategist for Barry, her IT portfolio was expanded to include recruitment & admissions, financial aid, and marketing and communications. Ms. Brown-Koottungal has presented at EDUCAUSE and other professional IT conferences. Yvette holds a BS in Computer Science and MS in MIS from Barry and is certified in the Governance of Enterprise IT. Mairead Martin serves as Chief Information Officer at EDUCAUSE and has been in this position since fall 2018. She has over 20 years’ experience in IT in higher education, and previously held positions at Tufts University, Penn State University, the University of Wisconsin Madison, and The University of Tennessee. Mairead has a BA in English from University College, Dublin, and an MS in Information Sciences from The University of Tennessee. Helen Norris is the Chief Information Officer at Chapman University. She has over 30 years’ experience in IT leadership roles. Helen holds a BA in Mathematics from Trinity College, Dublin, Ireland, and an MA in Computer Resource Management and Business Administration from Webster University in St. Louis. She is a certified project manager and a fellow of the Educause Leading Change Institute. Helen was recently
elected to the EDUCAUSE Board. Additionally, she serves as a board member of the Southern California Society of Information Management and as the Chair of the Board of Trustees of the National Endowment for Financial Education. Thank you for joining us and now, I will turn it over to Rachel to begin.

>> Thank you, so much, we have so many questions we are going to jump right in the first question is for all three of the panelists. How did you get started in IT and what was your first role in IT. And Mairead if you would please go first.

>> Good morning, everybody. So, I am what they call an accidental, my entire history in IT is accidental. I started in IT around 96 or 97 with information sciences program at the University of Tennessee. I was a graduate assistant for the acting CIO at the time and started doing some work for the organization mostly writing and helping with grant proposals et cetera. And, I was then offered a position after I graduated. My background was not technical at all in fact I came from a teaching, English background and, I should be a saint to admit this but the extent of my background was such that I was asked what operating system I used in my answer was word. So why did they hire me, the fact was I could write and I could synthesize I was in a graduate program and most importantly, I could present and I was not afraid to stand in front of the room and talk with some of the more technical and staff and engineers that was the last thing they wanted to do. My first position was very interesting for me because it was at the point where Internet and the high-speed networks were just taking off and my role was to promote those networks and help faculty to use the capabilities of high-speed networks. At that time, it was mostly physicists but we got into helping faculty across the board which usually now seems pretty basic with videoconferencing and streaming videos, things that needed high-speed networks. And that is how I got my start.

>> Thank you, Helan, would you share next.

>> Sure, good morning, everyone, when I think about how I got started, I am a first-generation student of is the first person and my family to go to college and like Mairead I grew up in Ireland, so when I was contemplating my career choices, I didn’t have a great deal of guidance were role models. In school I excelled at math and I saw around my environment in the 70s and 80s was women worked as a teacher so I went to college and assumed I would be a math teacher. When I got into my college program, there were several courses around really computer programming on IT related focus programs or classes that I had to take. And I just love that them. So I advanced my thoughts and my first job out of college was working as a junior computer programmer for the United States Army in Europe and Frankfurt, West Germany. When I moved to the US, I transitioned to working for a tech company on their tech support line on their helpline, and not role, I was exposed to some things like systems administration and network management. And so, I was able to learn a lot about different fields in IT and I moved around and have experience in various different roles with IT which I think has been really beneficial for me and I always encourage people to think about that on their career path to be open to taking a lateral move to kind of broadening your skill sets and your experience. I feel that that has really helped me as I moved into the ranks of management and IT and particularly when I moved into my role as CIO. So that is my background.
And Q and Yvette will you share next.

Sure, so, I think in my case I knew very early on even before high school that I was always interested in the computer field and probably at that young age thought I would spend my life as a programmer. During my college years and especially when I migrated to the US and started school, I started working part-time in our computer lab here and for those of you who remember, that was back in the old-AOL days, way back when. And I did that while pursuing computer science degree. So my first real full-time position was really more on the infrastructure side data center network started as a systems programmer in the release date heavily on the enterprise side before being tapped for more of the central role. So, I think back in those days my thinking at the time was, my stance would be in operations, and that is really where I plan to stay. Subsequently change that as I got more exposed to what was happening on campus. So my current role is, you know, is strayed a little ways away from IT but very not relevant because at the end of the day it is about strategic use of technology to support whatever the institution strategic initiatives are.

Wonderful thank you, so much. So we have this webinar in three sections in the first one we will talk about change. So Helan the first question is for you, how has the IT profession changed it since you started and how have you adjusted to those changes?

Thank you, well I have been working in IT for almost 40 years now, and I have been working here since 1997 soap even when I think back if I just think about my career in higher Ed and IT, it seems an incredible amount of change. And a lot of it is, you think back, just even if we think about the technical changes that we experience and have witnessed in that timeframe, when I started working in IT we did not have the ethernet so massive changes in a field. It is just constantly changing. However, when I think about how the profession itself has changed, because of these changes with access, consumer computing, individual touching computers more than they did in the beginning of my career, I think the biggest change that I have experienced in this is that professionals have to be more out focus. When I first worked in IT we all know the will that stereotype of the IT person, where we work alone at a desk, antisocial in nature, and there certainly was some truth to that stereotype when I began my career as a programmer. You got specifications and work at your desk and you produce payroll program or whatever systems were working. But now our focus to really be on collaborating with our colleagues and I think that is especially true in higher Ed. We still have to manage technical aspects of our job and we still have to excel at those, but the bigger part of our job, I think, as Yvette alluded to is working to effectively use technology to manage the core business of our university. And I mean business in the broadest sense, not just administrative systems. But how our organizations use technology to enhance the student experience and to ensure that students and faculty are able to teach and learn in a way that they need to do so. I see this change continuing as the cloud becomes more and more a part of our reality. We, as IT professionals working in higher education, have the opportunity to outsource our old source of all technical work much more than we have in the past. And we all know that it is really possible for our colleagues on campus to buy services using their cards that they used to have to come to us to get. So, I think that means that our focus as IT professionals has to be on having values to our partners across campus. So we need to focus on how we integrate, I think today it is all about
integrating services that we have acquired or that our colleagues have acquired. With a focus on managing the data. I think that there is much more that we work on around managing data and also about how we keep things secure. I would really be remiss if I didn’t mention, security as a major change in the industry that we work in. When I think back on my career, when we began, when I began working in IT, we do not worry about security at all. We were not connected. So, it was a relatively secure environment. But as we move to a more connected world, security, privacy, compliance with different regulations are all things that we have to work with and then focus on. So I would say, to kind of wrap up, I think the folks who have been away from kind of a back office type of function where we would work a little bit less in a less connected way than what we have now which is highly collaborative and very outward focused industry.

>> Definitely. The next question is for you, Yvette. How important is it to diversify your role which Helan alluded to in two other business areas of the University? And how do you suggest someone get started in that?

>> A lot of what Helan just said is really so critical. From my vantage., this is probably one of the most important things that a professional should do especially in the consumer driven environment. If you are a professional really focused on really trying to be a good solution provider you must diversify into other areas. It is critical to expand your knowledge base on priorities. So when we hold our retreats and frequently tell my team members that they cannot support what they do not know in what they do not understand. So those that take the time to understand the business process and more important functional requirements and needs, those are the ones that need to be welcomed into discussions around problem-solving and decision-making which is how you add value. So for folks trying to figure out how to get started with this, depending where you are in your organization, I say take the time to understand problems and challenges in the it starts with asking lots of questions. Do not be afraid of being the smartest person in a room. I frequently joke sometimes; I will do my Colombo routine but help me to understand any reason why. Also important not to make assumptions about things you do not know enough about but really key to step out of your own silo or lien and figure out what other folks are grappling with and a side of this, take a look at what is going on as well in higher and in general and always ask yourself, how do you add value to the organization. If you do that enough you will realize that you cannot add value if you cannot understand what is happening. And there are so many opportunities I think particularly with higher Ed and business models today with everyone being so focused on efficiency, IT professionals could really step in and become the solution providers and consultants whom could bring people together to talk about broad-based solutions. So volunteer, for participation in meetings and groups, joining things on campus, whatever is open and available try to be part of that. And get to be known as someone willing to roll up your sleeves. When you participate in these kinds of activities, you will be known as someone who is willing to help him folks were calling you and bring you into discussions. And I think it is also key to make a plan and make sure you understand your power structure. Understand the liens and know who the real decision makers are because that will also be important as you try to figure out who you need to talk to about things. So I will wrap it up right there.

>> Thank you so much. Now move on to our next set of questions around leadership, Mairead will you
kick us off as a leader how do you keep the measures culture and what do you do to shape it or keep it steady.

>> Well, most of our organizations publish value statements and they obviously are critical but I feel like this is for the aspirational. But there is no concrete aspiration and terms of an individual or team's performance as to how you measure the performance or behavior. And you see the value statements, they do not change year to year. And when I think back to my experience really, the litmus test is when the organization is under stress. You know, when you get to see how the organization responds to changes, small changes in large changes, when you look at your organization and consider the organization at risk and most importantly did the organization forget the mistakes and could they get things done big things, small things. But ultimately, I was thinking about this, I think that, no matter how flat or open or Democratic you think your organization is, the culture ultimately is created and sustained or resisted from the top and flows down if the top leadership for example is resistant to changes, change is not going to happen and if you find this we are all to some extent it is an occupational hazard. But if you have a chronic situation, then it is my experience that this is somebody off of the change for now. And if leaders cannot change the culture or change things, then what I do to help with culture and particularly with change, I think it is really, you know obviously it really is important that you say absolutely committed to the values that you express and your aspirations, you model that behavior and also, firmly believe that you needed to be explicit about what kind of culture you want and not just assume that it would be understand from value statements that are abstract sometimes. So there should be no confusion about what your idea of that culture is and frankly also, zero tolerance for behavior is as difficult to that. You should just create a line and say this is the culture and there is no gray area.

>> Thank you that is a difficult topic. In Yvette if you could take us into the next question, how do you obtain professional guidance when your supervisor is not great or has the syndrome themselves, how do you successfully seek and obtain that guidance do you have any tips or not?

>> I lived this myself, and I will say I learned very early on I have to find ways to get my own professional development needs sorted out. So I had to leverage external networks, professional relationships to learn the low-dash learn the ropes and in my younger days that was not easy. It took getting out of my own head and being willing to participate more on-campus and off-campus. So I participated as much as possible in professional organizations and local groups. If it was available in that I attended I did. In today's world I would say budgets are tight and it is difficult to leave campus to do things because we are being tasked with doing so much more, look internally first and look to others on campus even if they work outside and this is another reason why professionals cannot they sideload in IT in need to be out in campus. So depending on how your school is structured there may be other colleagues who could be tapped into. And if necessary, with all that said, go outside and learn from others. At the end of the day, I think that I got most of that done through paid relationship, through another organization where I had somebody that I could tap into very frequently and just kind of talk through what I was trying to do. So, one thing I would say is you are your best advocate so if you find yourself where you are not supported or does not feel right, stick up for yourself and find ways to communicate that you want something different which is key. And I can tell you that was not something I did enough of in my early
days. And if you’re working for someone who is not comfortable in their own skin they will not be good at supporting you and it will be pointless meeting at the door so if you feel like you are being held back, find other ways to get what you need.

>> Thank you and I have a follow-up question to something that you said, when looking at the paid coaching services out there, what do you look for in those services if you are new to leadership and coaching. What you look for in the different providers with that?

>> When I look at providers I had a very specific request and it was that I spent so many years being buried in what I call at the time the plumbing I wanted someone to be focused with me on getting me out into the rest of, have been look at higher and in a very broader way and apply that to my campus. I wanted folks who were going to be able to help me very quickly get on top of understanding what is new and out there and also help me with the board presentations and the discussions around selling ideas and that not over doing things by asking for resources all the time and selling stories. That was really my focus.

>> Thank you, so much. Now if you could help us to wrap up this session what about the female dropout rate for them and how do you prepare for succession planning.

>> Thank you, I have really mixed feelings on this topic. I often feel that, I am discouraged by the lack of inclusion with women in IT roles and that the dropout or the funnel of the dropout rate or the funnel is still a reality. I think statistically we represent half of the workforce and 20-25% of the IT workforce is that. I think we do a little bit better on higher education. And this was more personal observation not scientific at all. But there are days that I do not feel like the workplace looks at different now to how it looked in the 80s when I started working. Having said that, we have obviously made great strides, yesterday I read 20% of Fortune 500 CEOs are female which is the highest it has ever been, and I am honored to be included in such honored women and I didn’t see that in the 80s. The way we continue to make progress is doing exactly what we’re doing today. I think we need to make sure that those of us women whom are in IT people like us who are fortunate to have success really need to make sure we are highly visible in I heard Yvette say if there is an event she goes to it and that is really important because, I still go to events and I found myself to be the only woman in the room. So I think it is really important for women like us to be highly visible. And I also think that we have a responsibility to get back and to encourage the next generation of women coming up, and we also talked about coaching inventorying. I think that we have a responsibility to coach and mentor other women in IT. Especially other women in IT. I think it is really important for us to support each other. And to recognize each other or to recognize women when they do great work in IT, I think we need to be very intentional bottle about that I have a personal guideline that if there is an opportunity to nominate a woman for an award in technology, that I will take the time to do that in a really want to encourage all of the women to do that. I think it is important for women to be represented on board. So I take the opportunity to nominate women to be on forwards where I participate. I nominate men as well but I really think that it is important to be intentional. I also think that those of us, like myself who have risen, it is important for us to continue to be vocal about the issue of women in technology and about diversity issues in general. I do you think that that is sometimes not popular and puts us sometimes at risk in our workplace. But I
do think that it is incumbent upon us to do that. I encouraged when I see some changes being made in education, educational areas because there is a pipeline issue, I was very encouraged, I am very encouraged about seeing some changes in the ratio of women in these fields in college, so I think that is important. With regard to succession planning, leaving gender aside even, I feel that as leaders one of our main goals is coaching the other leaders in our organization, and again it is important to be intentional with our next layer down if you will of managers to be thinking about what it is that they aspire to from this perspective and how we could support them in reaching those career aspirations. And setting aside time at the workplace both for them to have the training and the development that they need and offering opportunities to take on different projects. And setting aside time for us to provide coaching. So that is pretty much the way that I would approach combating those issues that we have with like representation and also around the succession planning.

>> Thank you, so much. And so in our next session we will talk about professional development. Mairead if you will start us off what you see as behaviors or traits of healthy and positive mentorship and if applicable what benefits have you received from being one yourself.

>> Sure. Let me just add something that Helan was saying there because, I took the question earlier about culture and how sometimes we have aspirations about what we want our culture to be. Well, if we find that our cultures, our workforce looks the same, are we dealing with dropouts from women from minorities. And something is, there is a reflection of how they define the culture. And I think that it comes back to really being very deliberate about the culture in not accepting that this is what the occupation is like and it is mostly like this and in may not be somewhere where everyone feels welcome and equal at the table. We should not accept that. That is old. Pretty much old-school. And we have particularly seen leaders use our capital and positions to make sure that changes because it will not change on its own. So, healthy, positive mentorship, obviously, both parties have to be committed to the mentorship relationship and I think that goes without saying because if they think they will do all the work or vice versa it is not going to work out well. And I think it is really important to be clear about what kind of mentorship it is going to be. So you are at a critical career venture may be finding assistance with direction or maybe they know exactly what they want to be and they need efficacy to get them there. Sometimes it could be situational or looking for an expert at a particular time may be during a job interview or a job search. So, you know, that is a consideration about, if it is short term situation or may be long-term over the ark of the mentor’s career. From the point of the mentor, there are times where you could help an individual up to a certain time and you may need to say from this time on, I need to actually help you find an additional mentor to help you to advance further. And back to the points that Yvette was making particularly where you are at an institution where, female leaders could reach out to other areas of the institution to broaden and diversify your experience, I think that is very helpful and useful thing to do just so you do not stay in the IT Lane, and I think they have to be passionate about mentoring, and those that I have known are, I have never been formally mentor myself, and I have to say, the benefit is from the assistance of great leaders in IT and academic libraries in particular, the benefits of being a mentor, I have experience, and I consider it a privilege to be able to mentor and support individuals either who work with me or I have met over time, and each experience that I have had is unique, and I really think that it has helped me to grow as a leader and I have learned from every individual. With resilience in grace. I have seen them flourish. And they really are there. And
a way to, I think it is a way to promote diversity in concrete ways and our organizations and we could get back to the profession and soul, if anyone is thinking about becoming a mentor, I would strongly encourage you that it is a reciprocal relationship, one that is extremely satisfying and also very happy to say that Educause is investing a lot right now and supporting mentorship and mentorship frameworks. And the resources there, how you could learn more about that and where we are going with that. But I think all of us recognize that mentorship can make a very significant change to the person, personal life and professional life.

>> Wonderful thank you so much. Helan, the next one is for you, do you think your career path was impacted by your gender? And what advice did you get the young women considering a career in IT.

>> Yes, I do you think that my gender has had some impact on my experience in the workplace. And I have had a very positive experience in the workplace. So I do feel that my gender has been a factor in the how I have moved ahead. I believe there are a couple of ways in this is a personal experience thing, that I feel has impacted. I think as women this is so much more for women of color in people of color, we find ourselves being the only in the workplace or in the room. So that could be isolating a little bit. I think that human beings naturally, we naturally gravitate in some ways to people, like us, so when you are the only person, your colleagues may not always see you as the person that they would gravitate towards. And so you may not receive the invitations to participate in projects that are exciting or more for other things in the workplace. I also feel that there are sometimes assumptions made about our interests or our skills, rather than talking about it generally, unlike to use the specific example. I know one time during my career, I applied for a fairly in your leadership position I was unsuccessful. A male candidate was chosen and the reason it was given to me was that my technical skills were not as strong. And what I found interesting was that the job actually didn't require technical skills. And as a result, I parted the interview process it never dawned on me to stress my technical skills which were pretty good. I would guess the other candidate also did not address his technical skills but an assumption maybe was made that he had stronger technical skills than me. So you know I think that that is something that sometimes happens to women that is some times where we excel in the advice I would give them is that make sure that you, I have heard Yvette and Mairead both talking about people advocating for themselves. Make sure people understand what your skills are because they may not attribute them to you. The advice I would give to a young woman or anybody considering a career in technology is I would enthusiastically say just go for it, this is a great field to work in. In.

>> Of some of the comments I just made. I have had a fabulous career and I have loved what I have done and I want that for other women and I want this for everybody. I would say as I have heard myself and other panelists say will be prepared to advocate for yourself and no you're valuing that you are what skills you bring and talk about them. If you want to get a great assignment or be promoted, do not be afraid to ask for it. Because I think that that is one thing that we probably all need to do a little bit better is to advocate for ourselves. And I would like to build on what I have heard also today, stressed the importance of building networks and that is especially if you find yourselves in the work environment or you do not have that, there is plenty of opportunity to network Educause is a great place I am encouraged to see some of the mentor in resource is placed on the screen because I think that that is a great way to connect with other people. Finally, I think it is really important to love your
work and have fun with your work. So find a place and find your home, find a place where you could do what you love and hopefully get paid for it. You know, it is a great thing. And this is just a field where you can continue to learn and grow. There is diversity of work so you could move as I have been fortunate to do across different fields. And really continue to grow.

>> As a follow-up to what you are speaking, I will open the stuff to other panelists as well do you have any advice on how to become comfortable speaking up for yourself and become your own advocate.

>> It is so much easier said than done. I just think that first of all, it is easier, for me when I was younger it was really hard and as I became more self-confident and understand what my own worth was, I got to place in my career where I realized that it was easier for me to replace my employer then it was for my employer to replace me. So when you develop confidence like that, it becomes easier to advocate for yourself and ask for what you think you deserve. So, it is hard to build the confidence when you are in isolated environments or as I mentioned Yvette mention if you have a supervisor home doesn’t necessarily mean messages that help you to develop confidence. So again, I get back to developing your network, surrounding yourself with people who support you. I would say when you plan kind of more technical thing if you plan to go and ask for a great assignment or promotion, speak to a mentor and actually practice the way that you are going to ask for that assignment. And so that you are more prepared when you go and speak up for yourself but it is so much easier to say, advocate for yourself and to do it. I would be interested in Mairead and Yvette their take on that as well.

>> Definitely would either of you like to add?

>> Sure, I will jump in. I am just reading the thread in question right here and sign up for yourself and the advocating and sometimes finding yourself in a good old boys’ situation. Not necessarily just in IT, but how you get around that. And one thing is, as Helan was pointing out that I have to say this for myself, for sure. I have worked in environments where I saw a lack of quality and I solve power being assumed by certain groups because, they have always had us. And frankly that was one of the incentives for me to really focus on my own leadership growth because what I saw happening was that those individuals were not necessarily the best people for making those decisions, there were so many voices being left out. And so, I didn’t want to be quiet or led to be quiet, so I did realize that how do you get around that, you work very deliberately and correctly on your leader set dissents and then you will be in a place where you could make that difference and change from that. In the meantime, certain things could help tactical things. So for example, this seems very practical and helpful is how many ground rules there are for meetings. And putting them on the wall and sticking to them. Ground rules that let everyone have a chance to speak and that essentially is everybody's voice and opinion is welcome. And, no matter what level you are at, you could point at the ground rules and remind everybody remember that we commit to going around the rule room and letting everyone talk and listen to you with courtesy or essentially making sure that verse voices are heard. When you are also ascending and you have authority and the ability to do it, you can change the makeup of project in. For example, traditionally project team and having certain characteristic in usual suspects, you can make sure that that has change, we cannot support the diversity of our end-users if we are not divers ourselves. And you could stick by that LME stop talking and let Yvette jump in here as well.
I do not have any better answer you have added some good points, it was very difficult thing for me to speak up for myself. I started out in my field thinking that my work was going to do it for me, so if I really just they focus on you know, deep knowledge and acquisition and doing a really good job that would be enough in the wasn’t. So I had a few frustrating years I will candidly say. And it was something that happened over time. I cannot tell you there was any light all the moment where I had the answer to this, but getting out there more, the confidence grew and from that confidence, I started to become that go to person in our division when folks wanted solutions. And, with that, just being in that type of environment helps me to start to talk up more and it was necessary because doing a good job does not mean that others are going to acknowledge it as such depending on where they are in their own headspace. So, it is not an easy on server. It is something that you need to keep working on.

One of the thing, there is a little bit of a favor around mentor ship, if you do not have access to a female mentor, do you find a male mentor leader would be just as effective or do you recommend doing a paid engagement to get a female mentor and then a nuance of that is how important is that you have a female mentor in IT versus female mentor in a leadership role?

If I could just quickly, I am sorry address that male and female. Actually, maybe I am different but I preferred male mentors because it was comfortable for me. So, I wanted to get into their head a little bit more and understand how they would approach a situation. So I would not say that I have gone out in necessarily be focused on only a female mentor in IT.

I think that mentor ship relationship is very personal. So, it is about making a connection with that mentor for those mentees in making a connection with that mentor or if they are male or female. I think male or female is just effective-just as effective. I do you think that it is critically, I think there’s value to having mentors from outside of IT also to bring, especially in higher Ed to bring a different perspective to your work as an IT person. I would also like to say I am just going to offer to anybody on the call if you want a female mentor in IT, send me an e-mail. As people around the country to mentor you because, most of us want to help. And so, if you want a mentor, I am inviting anyone on the call to mentor me and I will be a mentor for you.

And I would also say, you know, you could always reach out to someone and say, I realized that you may not have time to mentor me, but could you help me to find a mentor because of course, there are networks in networks of individuals they could reach out and ask. And certainly, there are times when you think I really want to commit to being a mentor but it is not a good time for me with other work commitments. But for example, the other thing is just to say you know well, I do know some other women or men whom would be glad to help. And so let me reach out on their behalf. So that is also possible. Actually, paying for mentor should I do not think you have to do that. The community is such that we could help ourselves. You may decide to pay for coaching or training which is different but mentor ship is being such a personal relationship, do not feel like you have to pay for anything, we help ourselves enough that we could find you a network.

Thank you. The next question is kind of building around professional development. What are your
thoughts on having or getting Ph.D. as a requirement to continue mobility of an organization?

>> I can jump in first with that one.

>> I think that it seems that it depends on what track you see yourself on. Ph.D. is more of the academic side and if you are thinking about ascending to the very top, such as a dean, needless to say you have to have one but in IT, I do not think it is necessary. And my colleagues here could disagree of course. But I think that if you look around many of us in IT have degrees in English or computer science. So there is no cookie-cutter must have at this level to succeed. I am sorry I think I cut you off their Helan.

>> Not at all. Not at all. I would agree with what you said. I think in IT, when I thought about my career that I wanted to be see I am take give some thought as to whether or not it made sense to be CIO in higher Ed and to whether or not it made sense to have a PhD I do not recall the numbers but you could go out to the edge of cause and review some of that data. There are statistics on how many higher Ed have PhD, and it is, I think it is less than, it is considerably less than half, so I do not think that you need us for CIO role. But I agree with Mairead to move over to the education side is critical. You know, having been a candidate for a position for CIO positions, I have often been the listings, you know, Master’s degree being either required or heavily preferred. And certainly, Ph.D. sure where it doesn’t hurt. But I do not know if your aspiration is CIO. 

>> I would agree with Helan on that. I used to place a lot of importance on having one and life got in the way and I haven’t gotten there yet and I do not think that you need it to be CIO. But it depends where you want to go. If I ever had any intention of going after a different type of wall, may be president, clearly that would become more of an issue. Bill for what I do today I do not think that you need it. 

>> Great. Thank you, last question, these last few moments, this one is actually from me. Talking about work and life and balanced as you rise up in an organization how has that balance change for you and what have you tactically done to maintain that balance as you go.

>> You know what, let me start with that because I actually thought about addressing this in the addition of does your gender impact your career path. You know, I am not sure if the phrase work, life, balance is right anymore because the boundaries are so much different than what they used to be. Because of our connectedness. But I think it is important to look at your life poetically when you think about your career move for example, you have to consider the impact it has on your family as well as on you in your career. So one of the things I have always done is I have been thinking about moving up in the organization or a new role. Is considering almost in black and white with the trade outs are for my family. I think like many people working in higher Ed in order to move to the next role I have had to relocate my family I relate getting my family I believe three times. And you just have to wait and if that is going to work for you and for the other people in your life. I think it is important to just be really intentional about it. In terms of day today, I think we are fortunate today with our connectedness because we could leave the office and continue to work, but we are with leaving the office and still working. So it is easier to be present with your family and the other people your life. But you never really let work to go. So carve out some time when you’re truly not working, it is very hard but
sometimes I think it is important to do that for the sake of the people in your personal life.

>> Thank you. Mairead were Yvette, any last words.

>> On work and that balance. I also realize that there is never enough time to cover everything. So it's something you have to let go. But if I am starting to check into the office during my vacation time, I send the wrong message to my team. And so, I think one has to be delivered about that one. might check in at 3:00 a.m. sends a message that I do not want to send. So yes.

>> This is something I learned the hard way because candidly I would not say I am balance but I had to back off on my intensity because it affected those folks who are my direct reports.

>> Thank you, so much and thank you all three of you for being on today and I will pass it back on over to Veronica.

>> Thank you as well to all of the presenters today. We had an interesting session and I appreciate all the offerings to help folks to build personal networks we are always very grateful for that. Before you sign off today, please click on the session evaluation link, which you will find in the chat window. Your comments are very important to us. We take your comments seriously and use it to make improvements. The session’s recording and presentation slides will be posted to the EDUCAUSE Live! website. Please feel free to share it with your colleagues or institutions. And finally, please join us for the next EDUCAUSE Live! webinar on December 11 from 1:00-2:30pm eastern to hear about What Is DEI? How Can I Be a Better Ally? We continue with that series this year and next. So again, thank you very much. On behalf of EDUCAUSE, this is Veronica Diaz, thanks for joining us today for EDUCAUSE Live! Wishing you a great rest of your week and weekend. Thank you all.

[End of Webinar]